MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2016/2017

BLD3104- LEADERSHIP
(B01)

24 FEBRUARY 2017
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **SIX (6)** pages with 2 sections (excluding this cover page).

2. Section A: Thirty (30) multiple choice questions. Answer **ALL** questions. (40 marks)

3. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)

4. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)
There are THIRTY (30) questions in this section. Answer __ALL__ questions.

1. It is important for leaders to exercise mindfulness so that they _____.
    A. can reassess the way they have been doing their job
    B. can make their followers obey their instructions
    C. will not be easily defeated by competitors
    D. will be more sensitive to followers' needs

2   Intellectual stimulations involves _____.
    A. questioning assumptions and interpreting data and events
    B. having a personal vision of where the organization is heading
    C. seeing patterns in the organizational whole instead of just the parts
    D. encouraging the ability of followers to identify and solve problems creatively

3. In the study of emotional intelligence, being adaptable and taking initiatives are two conditions of _____.
    A. self-awareness
    B. social awareness
    C. self-management
    D. relationship management

4. Why is followership important in the discussion of leadership?
    A. Leaders must know how to delegate work to followers.
    B. Without followers, there are no leaders
    C. Leaders must know how to manage followers
    D. All of the above

5. An uncritical thinker does all **EXCEPT**_____.
    A. considers only what he or she is told
    B. approaches problems with thoughtful questions
    C. accepts the leader's ideas without assessing them
    D. avoids contributing to the cultivation of the organization

6   An effective follower is _____.
    A. is active in the organization
    B. does not try to avoid risk or conflict
    C. does not utilize critical thinking skills
    D. is a passive, yet independent, critical thinker

7. Which of the following is **NOT** a factor that lead to increased acceptance of workforce diversity?
    A. Technology growth
    B. Globalized market
    C. Legal requirements
    D. Increase in immigration

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8   Leaders can create organizational systems that support ethical behavior by _____.
- A.   showing tolerance for ethics violations
- B.   establishing general ethics policies
- C.   establishing vague ethics policies
- D.   creating open-door policies

9.   Which of the following statements is true of leading with head and heart?
- A.   It plays an important role in creating avoidance behavior in an organization
- B.   It is not used in the decision making process in times of uncertainty and change
- C.   It is used to give people a sense of meaning and purpose when major changes occur almost daily
- D.   It sticks to a domestic mental model that sees everything from one's own limited personal perspective

10.   Leaders want followers to _____.
- A.   know how changes in technology might affect the business operation
- B.   know what is happening in the organization's industry
- C.   understand their customers' needs
- D.   do all of the above

11.   Femininity means that members of a society_____.
- A.   feel uncomfortable with uncertainty and ambiguity
- B.   prefer achievement, assertiveness and material succes
- C.   value relationships, cooperation, and group decision making
- D.   accept inequality in power in institutions, organizations, and individuals

12.   Which of the following is the reason why organizations need transformational leadership?
- A.   The organization needs to rally people with differing interests to achieve a vision
- B.   Organizational success is critically contingent on continuous change
- C.   The organization wants to boost employee motivation
- D.   Maintaining stability is the main organizational goal

13.   Diversity helps organizations_____.
- A.   build better relationships with diverse customers
- B.   understand the needs of diverse people
- C.   have a greater competitive advantage
- D.   achieve all of the above

14.   Open-mindedness means_____.
- A.   holding on to conditioned ideas
- B.   rejecting new ideas based on knowledge
- C.   showing an inability to consider alternatives
- D.   putting aside preconceptions and suspending beliefs and opinions

15. Which of the following is a way in which the importance of courage is obscured by leaders in large organizations?
    A. By doing whatever brings promotions and pay raises
    B. By asking for what they want and think is right
    C. By pushing beyond the comfort zone
    D. By not conforming

16. Scott Thompson resigned as the CEO of Yahoo after only four months on the job because reports revealed he had inaccurately claimed on his resume that he had a degree in computer science. This is an example of _____.
    A. arrogance
    B. stewardship
    C. unethical behavior
    D. transformational leadership

17. Effective followers who are _____ and _____ are important for an organization to be successful.
    A. mindful, willing to act
    B. critical, independent
    C. mindful, passive
    D. critical, passive

18. _____ leadership typically instills both awe and submission in followers, whereas _____ leadership seeks to increase follower engagement and empowerment.
    A. Interactive, servant
    B. Transactional, heroic
    C. Transformational, transactional
    D. Charismatic, transformational

19. Organizations establish workforce diversity programs in order to _____.
    A. hamper the career advancement of diverse employees
    B. promote the hiring of diverse employees
    C. ensure that differences are not accepted
    D. reinforce the glass ceiling trends

20. Leaders must develop the following personal characteristics in a multicultural organization.
    A. An openness to change themselves
    B. Mentoring and empowerment of diverse employees
    C. A personal, long-range vision that supports diversity
    D. All of these choices

21. Which of the following statements is true of courage?
    A. It means the absence of fear
    B. It helps one to initiate change
    C. It prevents people from doing what they want
    D. It allows greed and self-interest to overcome concern for the common good

Continued....

22. Which of the following is **NOT** a reason for a leader to be politically skillful?
    A. To resolve differences among conflicting groups
    B. To be elected as the president of the country
    C. To acquire desirable resources
    D. None of the above

23. When a leader and company act out prejudicial attitudes toward people who are the targets of their prejudice, _____ has occurred.
    A. ethnocentrism
    B. discrimination
    C. inclusion
    D. uncertainty avoidance

24. The benefits followers receive from leadership coaching include _____.
    A. utilizing uncritical thinking skills
    B. gaining a new perspective
    C. doing only what is told
    D. avoiding conflict

25. In the Eight-Stage Model of Planned Organizational Change, what does it mean by `empowering employees to act on the vision'?
    A. Change agents model the new behaviors
    B. Leaders remove obstacles to change such as systems, structures, or procedures
    C. Leaders plan for visible performance improvements, enable them to happen, and celebrate those involved.
    D. Leaders use courage and perseverance to give people the energy and power to take on more difficult issues

26. In Stage 5 of personal diversity awareness, _____.
    A. diversity is inherent in the culture, and the organization is gender- and color-blind
    B. legal requirements are met, but diversity is viewed as a problem
    C. top-level leaders are committed to diversity
    D. diversity is viewed as a competitive weapon

27. Leaders rely on the rule of reciprocity as they _____.
    A. want to portray a good image of themselves
    B. want to persuade others to accept their ideas
    C. extend formal authority with expertise and credibility
    D. know that people feel a sense of obligation to give something back in return for a favor

28. A leader with a _____ frame seeks to harness followers' dreams and emotions.
    A. human resource
    B. structural
    C. symbolic
    D. political

Continued....

29. University professors and scientists are always asked for advice by government agencies. This is an example of individuals who possess _____power.
    A. expert
    B. reward
    C. referent
    D. coercive

30. A leader can become a better leader when followers _____.
    A. compliment the leader for behavior that followers appreciate
    B. take all the credit for the accomplishments of a team
    C. idealize and admire the leader
    D. are submissive and passive

SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION ONE

a) Based on Geert Hofstede's research value system, differentiate the four dimensions below. Use examples to describe your answer.

   i. Individualism and collectivism
   ii. Masculinity and femininity

[12 Marks]

b) Describe the challenges currently faced by minorities and women at the workplace.

[8 Marks]

QUESTION TWO

a) Compare the differences between a charismatic and a non-charismatic leader.

[14 Marks]

b) Describe **three** possible follower responses to the use of power.

[6 Marks]

QUESTION THREE

Crescent Corp., a company manufacturing electronic appliances, sends teams of six people to live together for eight weeks and use the company's products for household chores such as cooking, washing, laundry, and cleaning. This enables the team members to test their products in realistic settings and generate ideas on how to improve them.

a)   Based on the scenario above, discuss the most appropriate method to generate creative and innovative ideas from the teams.

[4 Marks]

b)   Using the method that you suggest in item (a) above, what are the key considerations for team members to observe in ensuring effective generation of ideas?

[8 Marks]

c)   What are the ways that leaders can adopt in building a culture of innovation and creativity?

[8 Marks]

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